

**SECRET****ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

FROM:

Director, Foreign Broadcast  
Information Service

EXTENSION

NO.

FBIS-0005/85

25X1

DATE

3 January 1985

25X1

TO: (Officer designation, room number, and  
building)

DATE

RECEIVED

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OFFICER'S  
INITIALSCOMMENTS (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)1. Deputy Director for  
Science and Technology  
Room 6E45 - Headquarters

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This responds to your  
request for thoughts in connection  
with the off-site meeting.FORM  
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EDITIONS**SECRET**

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**SECRET**FBIS-0005/85  
3 January 1985

MEMORANDUM FOR: Deputy Director for Science and Technology

FROM:

25X1

Director, Foreign Broadcast Information Service

SUBJECT:

Off-Site Meeting with DCI 

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REFERENCE:

Your Request of 27 Dec 84

Evan:

Some thoughts for the off-site meeting:

Future Collection. Collection of intelligence information in the future is going to be an increasingly difficult task, in a variety of collection activities. This is no less so for overt collection from foreign media. As in the past, there will continue to be a large amount of information available in the media; the problem will be to collect it rapidly, accurately, and in focus with what the intelligence community needs to know. This will mean an intensification of FBIS activities overseas--not necessarily locating bureaus in new geographic areas, but certainly an enhancement of FBIS monitoring facilities to permit a broader range of collection activity along the lines of the high-capacity Panama ROSET. The increasing use of spot beaming by foreign broadcasters using satellites will also pose a problem; FBIS may have to rely on some new ROSET sites to capture the signals, a development that may be more equipment-intensive than labor-intensive. The selection, processing, and distribution of FBIS materials will thus become even more of a challenge, particularly to give the consumer what he needs without flooding the communications channels or the consumer desks. FBIS Modernization is headed in the right direction, but a continual effort will have to be made to keep up with the expansion of foreign media. Any significant cutback in funding for FBIS modernization could have an adverse impact on future collection and processing of overt information that would be hard to recover from. The current furor over live TV at Langley indicates that one way or another analysts will insist on being served. If FBIS isn't funded to do it, some other component will be. FBIS will have to keep abreast of the automation activities of its consumers, to provide its material in technical format suitable to consumer use in an automated age.

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Search for Excellence. The search for excellence (no capital letters) was going on in CIA long before it was formalized into a Search for Excellence (capital letters). The formal search is still perceived by many as simply cosmetic. The use of a greater number of awards, especially those given by office directors, helps. But there is still a very great reluctance on the part of some elements of the Agency, especially in the DA, to eliminate "chops" on paperwork or delegate authority. One gets the feeling that many Agency managers have agreed with the DCI on the "Search" but are unwilling to let loose the reins, possibly because some jobs are related to individuals "approving" various actions. One need not be totally pessimistic, however; I believe good ideas are indeed getting rewarded, so perhaps it is not yet time to give up on the "Search." We in FBIS are continuing to look for measurements that will point to individuals who are the more productive as compared with those who are just average. Like industrial enterprises, FBIS has very specific products: We need to make those products well and keep in touch with the consumers to make sure the products are still needed and in a form the consumer likes. One irony about the "Search for Excellence": FBIS has given out 23 monetary awards totaling \$12,900; however, a common criticism in FBIS concerns the delay in getting checks for these awards processed, certificates printed, and the excess of paperwork required. [ ]

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Recruitment. We read the succession of rose-colored communications from D/PERS with a distinct feeling of deja vu. One gets the feeling that D/PERS does not realize the extent of the delays and glitches at the lower levels of his bureaucracy. We are encouraged to do more direct recruiting, then told there are delays on the people we have asked to put into processing because the folders have circulated to other offices first. (We recommend that processing go forward immediately when one component is ready for a commitment; the interests of other offices can be sorted out later.) It isn't recruitment per se that is the problem; it's the whole processing jungle. There are too many horror stories of delays in the process. Has O/P really determined where the bottlenecks are and moved to relieve them? One FBIS group chief observes: "There seems to be little point in beating up on O/P because of their procedural ineptitude." The feeling persists that there is ineptitude, and trying to shift the blame back to individual offices doesn't help. For example, FBIS currently has 53 applicants in the processing pipeline; O/P says the current time in process is about 8 months. Persons who recently came on board in FBIS averaged 9 months (8 persons, processing time ranging from 5 to 15 months). My current project is to analyze the glitches and make some solid recommendations to [ ] as to what might be done to improve things, at least as far as FBIS is concerned. [ ]

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Security for Overseas Installations. One gets the feeling that the U.S. Government as a whole (at least, the executive branch) can't quite make up its mind about protection of overseas facilities. Much money has been put into enhancing security in small ways, such as security cameras, stronger doors, etc. Numerous surveys have been conducted by State and Agency security officers. But when it comes down to spending money on major items--relocation of embassies, FBIS bureaus, etc.--one notes a certain drawing back. [redacted]

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Criticism of Government Employees. In canvassing my officers to see what they would suggest you should discuss at the off-site meeting, I was surprised to hear that many of them are concerned about the administration's criticism of government employees. There is a general feeling that it is difficult to go out to recruit applicants in a general atmosphere of salary and benefit cuts, constant "put downs" by the administration of the government employee in the press, and the general portrayal of Federal employees as overpaid and underworked. I guess I am getting too old to worry about it, but I can confirm that this is something that is beginning to seriously affect morale. If the DCI is not aware of it, he should be. Monetary awards are nice, but many believe respect is the best reward for public service. [redacted]

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DDS&T/FBIS [redacted] (3Jan85)

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